



January 7, 2011

TO: Mayor and Members of Council
FROM: Rashad M. Young, City Manager *DJT*
SUBJECT: Items for Your Information

Contact Center Feedback

Attached are the weekly reports generated by our Contact Center for the weeks of 12/13/10 through 1/2/11.

Council Retreat Draft Agenda

Attached is a draft agenda for the January 21-22, 2011, City Council Retreat. Please provide us your input at your earliest convenience. The agenda is still in draft form. We will send you the final agenda prior to the event. The event will be held at the Bryan Park Golf and Conference Center located at 6275 Bryan Park Road.

Tax Collections and Library Funding; Response from County

Attached is a copy of the letter the City mailed to the County on December 23, 2010, regarding the tax collections and library funding contracts between the City and the County. The City received a response from Guilford County Manager Brenda Jones-Fox, dated January 5, 2011, which is also attached.

Reidsville and Burlington Water Contracts

As a response to questions from Mayor Knight, attached is a memorandum from Allan Williams, Director of Water Resources, dated January 5, 2011, regarding the Reidsville and Burlington contracts with the City of Greensboro.

Guilford County's Department of Social Services Payment

At the January 4, 2011, City Council meeting, Councilmember Rakestraw asked a question related to the \$14,166.75 disbursement made by the City to the Guilford County Department of Social Services for childcare services. The City contracts with Guilford County's Department of Social Services to provide funds to cover childcare costs for participants enrolled in Workforce Investment Act (WIA) programs. The program covers \$25 per month, per participant and is covered fully by WIA funds.

Capital Improvement Projects

On November 19, 2010, Council received a report of the Capital Improvement Projects (CIP), segregated by Council District, along with other data. In a regular course of work, staff overlays the projects on the City's GIS system to ensure the accuracy of the data. As a result, you will find attached a memo, which updates the CIP data. The associated maps and spreadsheets will be left in your offices.

Development Services

After the recent tour of the new Development Services Center, Council requested the cost associated with opening the center. Below is the cost break-down:

- Construction cost was \$67,000 (\$13.52/sq ft. – 4955 sq ft)
- SmartBoard:
 - The purchase price for the installation, training, cabling and podium is \$5,816.
 - The monthly charge for the 3-year lease of the SmartBoard, projector and slate is \$179.04.

Please recall that this costs was included in the FY 2010-11 Budget. If you have any questions, please contact Butch Simmons, Director of Engineering and Inspections at (336) 373-2302.

Front Yard Parking

At the request of Councilmember Kee, attached is a map with the breakdown of the front yard parking ordinance enforcement that was investigated between the dates of January 1, 2010 to December 9, 2010. A total of 354 investigations were conducted.

The Front Yard Parking Map is broken down by Council Districts and shows the following:

- Cases in the process of being investigated
- Cases where no violations were found
- Cases where violations were found
- Cases where a verbal warning was issued

If you have any questions, please contact Interim Director of Planning and Community Development Sue Schwartz at (336) 373-2349.

Library Security Survey

The library conducted an informal survey to determine how its peers handle security that was shared to the Greensboro Public Library Board of Trustees. Councilmember Rakestraw serves as the Council Liaison to the Board and recommended the attached survey results be shared with Council. If you have any questions, please contact Sandy Neerman, Director of Libraries, at (336) 373-2471.

**Public Affairs Department
Contact Center Weekly Report
Week of 12/13/10 - 12/19/10**

Contact Center

4805 calls answered this week

Top 5 calls by area

Water Resources

Balance/General – 1497
New Signup – 203
Constr/Maint - 114
Same day cut on - 107
Pay by Phone - 103

Field Operations

Loose Leaf Guidelines – 108
Bulk Guidelines – 90
No Service/Garbage – 56
Repair Can/Garbage – 36
Appliance pick up - 30

All others

Police/Watch Operations – 289
Courts/Sheriff - 137
HHW/Transfer Station - 54
Privilege License - 34
911/Non-Emergency – 31

Comments

We received a total of **5** comments this week:

Field Operations – 3 comments:

- Anonymous caller is very upset over policies of no cardboard pickup and no extra black bags picked up [outside of correct containers]. Stated that this policy has not been clearly stated enough to the public. Expressed concern that the appearance of our neighborhoods is impacted by this policy in a negative way. Since residents don't understand the policy, they place incorrect items out and leave them for a long period of time because they think we just missed the pick-up.
- Resident would like to comment that waiting from 12/13 to 1/22 is too long for leaf collection. There are leaves everywhere on her street and they need to be cleaned up more quickly.
- Resident called to express his disapproval of the city's decision to change the recycling service to every other week. He says it should have been the garbage that went to every other week.

Water Resources – 2 comments:

- Email comment - I was disappointed to encounter the so called convenience fee of \$1.95 when I attempted to pay my water bill online. I prefer to manage all of my payments through e-mail reminders and the web. I would gladly forgo a paper bill for an e-mail reminder or simply set up an automatic payment through a website; however, a charge of \$1.95/month for a service that could ultimately reduces costs (printing, mailing, processing, etc.) incurred by the city seems totally ridiculous to me. Online payment is offered free of charge by every company that I do business with. While I certainly understand that there may be start-up costs to getting online payment up and running, I find it hard to believe that those costs will not eventually be recouped in savings and more timely payments. As it stands I will continue to pay my water bill through the mail until the Greensboro bill payment system enters the 21st century.
- Called to sign up for e-bills, and inquired about scheduling payments. Became displeased with us when he was advised of the \$1.95 fee for each pmt transaction. He said he gets 2 bills from us each month and he will be saving us the expense of paper and postage and yet we will be charging him to pay online through us.

Overall

Questions about possible service changes based on the ice/snow conditions increased, but overall calls were down in volume this week as the holidays get closer.

**Public Affairs Department
Contact Center Weekly Report
Week of 12/20/10-12/26/10**

Contact Center

3939 calls answered this week

Top 5 calls by area

Water Resources

Balance/General – 953
New Signup – 118
Constr/Maint - 117
Cutoff requests - 78
Pay by Phone - 75

Field Operations

Holiday Schedule - 372
Loose Leaf Guidelines – 190
No Service/Garbage – 118
Bulk Guidelines – 75
Repair Can/Garbage – 42

All others

Police/Watch Operations – 211
HHW/Transfer Station - 85
Courts/Sheriff - 50
911/Non-Emergency – 40
Guilford Co. Tax Dept - 26

Comments

We received a total of 3 comments this week:

Field Operations – 2 comments:

- Call to thank the supervisor and leaf crew. Appreciated response from a call to assist with getting leaves removed for luminaries.
- Resident would like to comment that waiting from 12/13 to 1/22 is too long for leaf collection. There are leaves everywhere on her street and they need to be cleaned up more quickly.
- Resident feels that leaf collection equipment is inadequate. Feels that hose should be longer or trucks better able to get between parked cars to get all of the leaves.

Guilford County Homeless Coalition – 1 comment:

- Resident feels there should be a record of deceased homeless population, important to him because he was once homeless.

Overall

Questions about holiday schedules and status of leaf collecting increased, but it was a lower volume week as people prepared for the holiday.

**Public Affairs Department
Contact Center Weekly Report
Week of 12/27/10-1/2/11**

Contact Center

4652 calls answered this week

Top 5 calls by area

Water Resources

Balance/General – 974

Bill extension - 217

New sign up - 122

Cutoff requests - 92

Water maintenance - 65

Field Operations

Holiday Schedule - 1188

No Service/Garbage – 94

EOW bulk/recycle - 78

Bulk Guidelines – 64

Icy conditions - 59

All others

Police/Watch Operations – 192

HHW/Transfer Station - 87

Courts/Sheriff - 46

Guilford Co. Tax Dept - 35

Police Non-emergency - 21

Comments

We received a total of 9 comments this week:

Field Operations – 8 comments:

- We had to have an old mower picked up. It didn't get taken on the service pickup date, and the regular trash pickup truck told me it still had gas. I washed it out and put it out the next time with a note asking for an explanation. It still didn't go. Later that day I got a knock on the door from the supervisor, who had already put the mower in his truck! He explained that I still had oil in the mower, but said he was going to take care of it for me! These guys go far beyond their duties to deliver service that dispels any preconception about "Government" employees! They have my respect and appreciation! Thank you.
- Customer suggests that during Thanksgiving and Christmas the city add an extra recycle pickup to help with overflow of recyclable items due to holiday events
- Would like city to consider going back to weekly pickup for recycle can
- Thank you to the solid waste workers for working on days off to pick up trash. This extra effort is really appreciated
- Customer wants to thank the solid waste employees that provide her services. They are kind, helpful and very thoughtful. She truly appreciates the work they do and their thoughtful gestures.
- Resident would like to thank the city for the excellent job the city did clearing the streets.
- Just wanted to thank your department for their hard work and dedication in removing the snow over the holiday. The roads were cleared better than I can ever recall in the 23 years I have lived here. Please thank everyone and let them know they are appreciated. Happy Holidays!
- I would like to compliment your department on the great job you did on snow removal. I am originally from the upper mid-west, and your department performed as well as any in the country.

Planning – 1 comment:

- Is so pleased with the Planning Department's design on Battleground near the Wendy's/T-Mobile store. The parking lot in the back is open so that access to other stores nearby is very easy...she's noticed this in several places around the City and wants to compliment whoever approved this design on their foresight

Overall

Call volume was high in this four-day workweek. At the beginning of the week, we were handling calls about snow and icy road conditions, but the topic of the week was the trash collection schedule. For the most part, callers were very understanding about the need to make the changes due to the storm, but concerned that they understood what we were doing.



GREENSBORO CITY COUNCIL RETREAT

AGENDA

January 21-22, 2011

Bryan Park Golf and Conference Center

Friday, January 21

4:00-4:30 pm

Introduction

Mayor Knight and City Manager Young will provide a brief overview of the retreat and introduce participants. Facilitator Dusty Staub will explain his role as a facilitator.

4:30-6:00 pm

Effective Meetings using Roberts Rules of Order

Jim Slaughter, a Partner with Forman Rossabi Black, PA, will discuss "Parliamentary Procedure: Basic Survival Skills for City Council Members," including interactive Q&A. Jim is a Certified Professional Parliamentarian, Professional Registered Parliamentarian, and Past President of the American College of Parliamentary Lawyers.

6:00-6:30 pm

Rules of Procedure for Meetings

Facilitator will lead a discussion on Rules of Procedure for Council meetings.

6:30-7:00 pm

Dinner

7:00-8:30 pm

Rules of Procedure for Meetings (continued)

Facilitator will lead a discussion on the Rules of Procedure that the Council would like to adopt

8:30-9:00 pm

Format of Council Meetings

The Mayor will present various meeting structures used in other cities and solicit Council feedback.

9:00 pm

Adjourn

[Saturday Agenda on the Reverse Side]

Saturday, January 22

8:30-12:00 pm **FY 2010-2011 Budget Process**

(Continental Discussion about the process used during the FY 10-11 budget preparation.

Breakfast and Breaks **Management, Accountability and Performance (MAP) Plan**

will be provided) Discussion related to the City-wide goals and High Level Indicators of MAP and how Staff will use these to make recommendations to Council on future funding decisions.

FY 2011-2012 Operating and Capital Budgets' Development

Discussion related to the planning process for the FY 11-12 Operating Budget development and the Capital Budget development.

12:00-3:00 pm **Economic Development Strategy**

(Lunch and Breaks Discussion related to a proposed Economic Development strategy for Greensboro and elicit
will be provided) Council's feedback on the plan.

3:00 pm **Adjourn**

BRENDA JONES FOX
County Manager



GUILFORD COUNTY
ADMINISTRATIVE OFFICES

January 5, 2011

Rashid M. Young, City Manager
City of Greensboro
301 W. Market Street
P.O. Box 3427
Greensboro, NC 27402

RE: Tax Collection and Libraries

Dear Mr. Young: *Rashid*

Your letter regarding the opportunity to discuss contracts between the City of Greensboro and Guilford County on Tax Collection and Libraries was received in our office December 23, 2010. The Board of County Commissioner will discuss the contracts at their annual Retreat January 25, 2011. A response to your letter will be provided after the Commissioner's Retreat. Please do not hesitate to contact me should you have any questions.

Sincerely,

Brenda Jones Fox
County Manager

BJF:kwm

cc: Board of County Commissioners



City of Greensboro
North Carolina

Office of the City Manager

Ms. Brenda Jones Fox
County Manager
Guilford County Administrative Offices
301 West Market Street
P.O. Box 3427
Greensboro, NC 27402

Re: Tax collection and Libraries

Dear Ms. Fox:

I appreciate the opportunity to discuss the County's perspective as it relates to the contracts between the City of Greensboro and Guilford County. I believe all parties agree that it is in the best interests of all citizens of this County that we continue our discussions. As you are aware, the tax collection issue is of particular time sensitivity. It is a necessity for the City of Greensboro to resolve the tax collection issue in early January, as failure to do so will require the City to move forward with its independent efforts in this regard.

You have informed us the County is willing to renew its property tax assessment and collection efforts for the City, if we agree to pay a fee of one percent (1%) of all revenue collected. To this end, the City proposes that we swap real property tax collection for libraries for the 2011-2012 fiscal year. We also propose that responsibility of library support by the County be linked to a population based methodology to allow the amount of support by the County to be adjusted separately. As I understand, you have previously indicated your preference for a population based formula.

We propose the population based on the Standard 2008 Municipal Population estimates as of July 1, 2009 produced by the State's Office of Budget and Management. The population numbers would be determined by deduction of the City of Greensboro and City of High Point population from the total population of Guilford County for a population of 22.62%.

However, for the 2012-2013 fiscal year budgets we would re-evaluate the allocation based on the most recent population figures produced by the State's Office of Budget and Management. These population figures would determine the proportionate amount of the total library budget for which the County would be responsible. Total library budget would be determined by the City of Greensboro and would not include fixed asset costs or "overhead" costs for the County's portion or debt service. Applying these figures to the 2011-2012 fiscal year would place the County's responsibility at \$1.56 million or roughly equal to amount the City anticipates paying to the County for real property tax collection at the proposed one percent (1%) level.

Future adjustments to the library budget for ensuing fiscal years would be determined by the City and would be transmitted to the County by May 1 of each year, beginning in 2012. This agreement would be for a period of one year and would continue year to year unless either party provides written notice of cancellation at least 12 months in advance of the July 1 commencement of our respective fiscal years.

We believe this to be a good faith offer in accord with our discussions. We must re-emphasize the necessity this matter be quickly resolved after the first of the year. I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Rashad M. Young". The signature is fluid and cursive, with a large initial "R" and a stylized "M".

Rashad M. Young
City Manager

RMY/rm

cc: Members of the City Council
Robert Morgan, Deputy City Manager
Rita McNeil Danish, City Attorney



January 5, 2011

TO: Rashad Young, City Manager

FROM: Allan E. Williams, PE, Director

SUBJECT: Questions regarding Reidsville and Burlington

The following are my answers to the questions asked by Mayor Knight asked about the Reidsville and Burlington interconnections:

1. Is it necessary to continue Reidsville water now that Randleman water is available?

Yes. We are contractually obligated to purchase 500,000 GPD from Reidsville. That amount was determined by Greensboro Water Resources as the minimum amount to keep the 9-mile 30" line fresh and compliant; a school and several others are connected to this line. During hot weather we run more to keep the water compliant.

2. Does the impurity (HAA) found in water brought from Reidsville result from water standing (stagnating) in the line, instead of flowing into the Greensboro supply?

The HAA is a byproduct of disinfection and aggravated by high organic content in the raw and treated water. I believe Reidsville had violations requiring notification in the water immediately leaving the plant, so the excursion was not a result of transmission in the line. However, during warm weather travel time in the main can aggravate HAA conditions.

3. Do we spend additional time, money or resources to treat HAA content in water purchased from Reidsville? I've been informed the Reidsville water is treated.

No. The only cost we have incurred is the cost of public notification which we charged back to Reidsville. All treated water in this area has HAA content leaving the plant; it cannot be reduced once it has left the plant. However, we can manipulate certain things to reduce increases.

4. How much is being spent for water from Reidsville and Burlington each year, and how much longer does each contract run?

During the first 6 months of FY10-11 we spent \$373,918.65 with Reidsville, and \$1,072,374.25 with Burlington. These amounts exceeded the minimums because we had some shut-downs at

Townsend WTP that necessitated reliance on the interties. Reidsville expires in June 2014 and Burlington expires in July 2013.

Before we can stop purchase from Reidsville we will need to loop our system to avoid a dead end near the Brown Summit Elementary School to avoid a dead end, a cost of ~\$1.5 million. We are proceeding with that design now and will have it complete before the termination of the contract.

We may be able to re-open the Burlington contract to reduce the requirements. Based on our conversation on Wednesday, I know this is something that you are currently evaluating as to the best approach. In that case, no substantial capital modifications are necessary.

Let me underscore that these interconnects were negotiated at a time when Randleman completion had been delayed repeatedly and the City subject to very dangerous droughts. There was no way to reliably guess when the interconnects would become redundant. Hence the contracts go longer than necessary, now in hindsight. In the balance, Reidsville kept Greensboro from drawing its lakes down to the last 5% in 2002; in 2007-2008 (the worst drought in NC history) Burlington and Reidsville kept Greensboro lakes at 50% minimum while Durham, Raleigh, and Atlanta approached as low as the last 40 days of water. Greensboro and its interties were written about in other papers as the right way to avoid disaster.

AW

cc: Rashad Young, City Manager
Robert Morgan, Deputy City Manager



January 7, 2011

TO: Denise Turner, Assistant City Manager

FROM: Ute Munro, Business & Technology Manager

SUBJECT: Capital Improvement Projects Requested by City Council

The revised corrected 10 years CIP projects list has been completed. Upon further analysis of the data, I would like to share with you the following findings.

Comparing total project cost of the original dataset submitted on November 19, 2010, to the current dataset is showing an increase of \$15,912,475. This increase is a result of adding 47 projects to the original list due to the following reasons:

- 1) For the original dataset projects, selection was based on a construction completion date from 11/19/2000 to present (10-year time span). The current dataset search was expanded to begin on 7/1/2000, therefore adding 10 projects to the list.
- 2) Of the approximately 1,000 records, 37 projects were discovered to have missing construction completion dates in the "ProTrack" system. These projects were updated in the database and are now added to the list.

**Original Data submitted
on 11/19/2010**

District	District Cost
1	\$110,485,239
2	\$82,387,524
3	\$42,086,390
4	\$45,429,871
5	\$33,191,571
County	\$21,737,609
Various	\$83,454,457
Total	\$418,772,661

Final Data

District	District Cost
1	\$92,879,681
2	\$123,748,382
3	\$107,900,644
4	\$51,223,738
5	\$47,619,343
County	\$11,313,347
*Various	\$0
Total	\$434,685,136

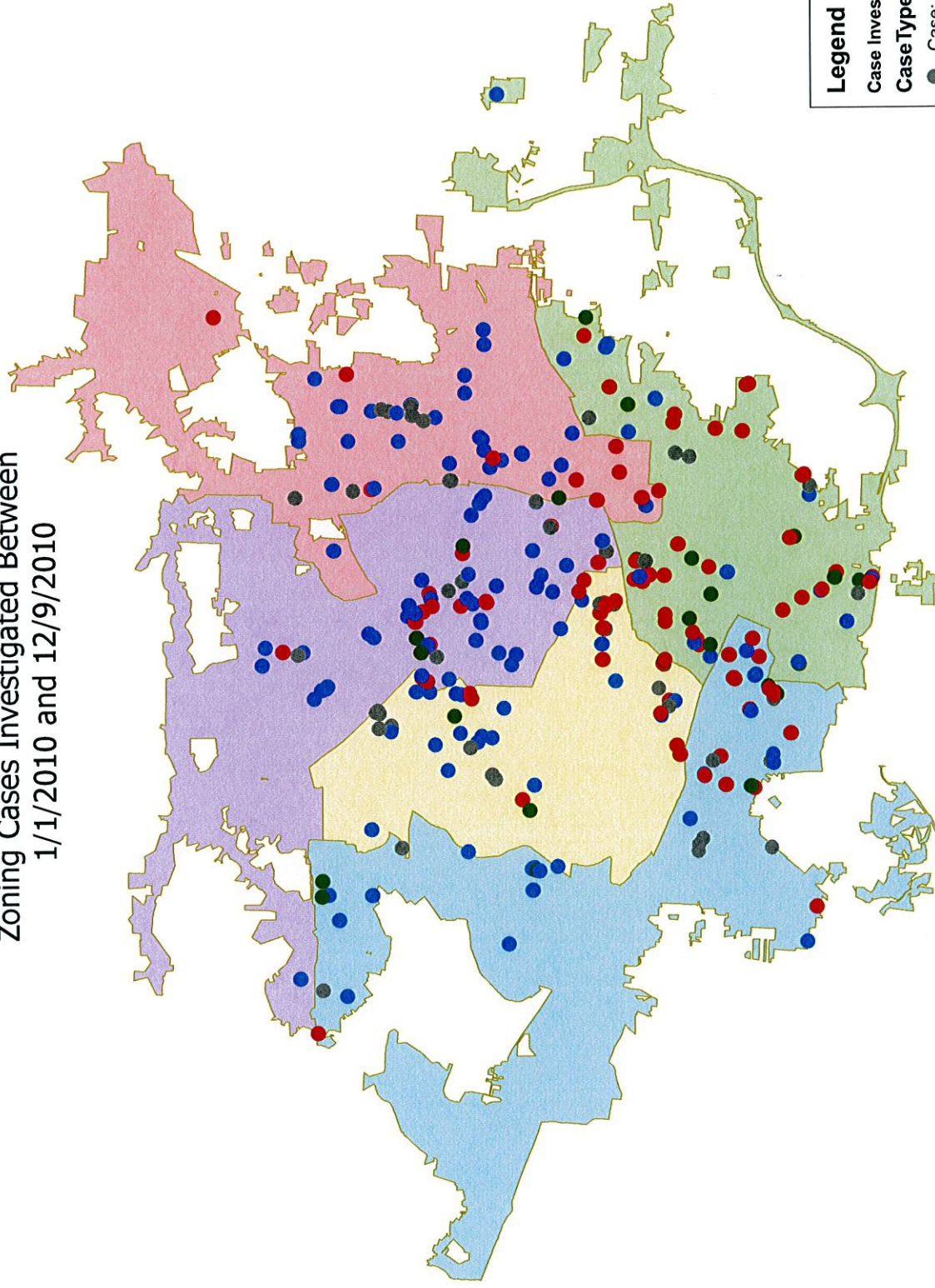
* Projects spanning multiple districts have been identified and distributed across the appropriate districts.

UCM

cc: Butch Simmons, Director of Engineering and Inspections

Front Yard Parking

Zoning Cases Investigated Between 1/1/2010 and 12/9/2010



Legend

Case Investigations

Case Type

Case: In Progress

Case: No Violation Found

Case: Violation Found

Verbal Warning

Council District 1

Council District 2

Council District 3

Council District 4

Council District 5

Case Status	District					Total
	1	2	3	4	5	
Case: In Progress	8	12	7	16	10	53
Case: No Violation Found	12	1	5	5	8	31
Case: Violation Found	35	9	17	21	21	103
Verbal Warning	17	38	59	27	23	164
Total	72	60	88	69	62	351

Notes: Data for 2010 covers the timeframe of 1/1/2010 through 12/09/2010. Verbal Warnings represent instances where the inspector visited the site and resolved the issue without initiating an investigation. A total of 354 investigations were conducted. This map reflects the 351 that could be assigned to a Council District.



Prepared on 1/5/2011
Greensboro GIS Division

Libraries
City of Greensboro



January 3, 2011

TO: Rashad Young, City Manager
FROM: Sandy Neerman, Library Director
SUBJECT: Security Survey

Please see the attached Library security questionnaire and responses from peer libraries. This report was prepared as an internal document for the Greensboro Public Library Board of Trustees and administration to compare security procedures at Central Library with other libraries.

The questionnaire was sent to 14 peer library systems to determine how they handled security at their central locations. With only four respondents, this document should be considered an informal survey and not necessarily representative of all peer libraries.

The results were shared with the Library Board of Trustees at the December 20, 2010 meeting. Council Member Mary Rakestraw, liaison to the Library Board of Trustees, was in attendance and requested that this information be shared with other Council Members.

SN
Attachment

cc: Denise Turner, Assistant City Manager
Nelsie Smith, Assistant to the City Manager

**Greensboro Public Library
Security Guidelines Report— 2010**

The Greensboro Public Library system consulted with its peer libraries in an effort to gather information regarding security in its main locations. The questionnaire addressed security presence, the enforcement of library policy, staff involvement, and the dissemination of information of reported incidents.

Library	Population of Service Area
Montgomery County Memorial (TX)	429,953
Santa Clara County (CA)	426,943
Prince William PL System (VA)	419,702
Sarasota County (FL)	389,320
Dakota County Library (MN)	380,734
Greenville County Library Sys (SC)	379,616
Arlington PL (TC)	374,417
Greensboro PL (NC)	371,774
Wichita PL (KS)	366,046
Richland County PL (SC)	364,001
Mobile PL (AL)	359,279
Anaheim PL (CA)	348,467
Pioneer Library System (OK)	341,741
Manatee County PL (FL)	338,715
Rangeview Library District (CO)	327,612
Average	374,555

**The comparison report is based on the Public Library Data Service Statistical Report for 2010.*

Methodology for choosing peer libraries:

The Public Library Section of the American Library Association oversees an annual Public Library Data Service Statistical Report. In one section of the 2010, report, libraries are sorted by service population size. GPL falls in the 250,000 to 499,000 service population range.

The chosen GPL peer libraries meet the following requirements:

- *Must be located within the United States*
- *Have 10 or fewer branches*
- *Are in the list sorted by service population 7 positions above and 7 positions below GPL, excluding libraries that do not meet the above two criteria.*
- *The Collier County Public Library (FL), with a service area population of 332,854 was not used in the comparison because the only statistics it reported were Public Service Hours, Total Staff, and Holdings. It was replaced by Rangeview Library District (CO), which was the next library to meet the criteria.*

**Greensboro Public Library
Security Guidelines Report— 2010**

The peer libraries were asked to answer the following questions that were applicable to their central location specifically:

1.) Do you have contracted security at your Central facility?

Yes. — **Mobile PL (AL)**

Yes, we contract with the City Police Department and use members of their City Hall Security Team (non-commissioned officers). —**Wichita PL (KS)**

Yes - One security officer on duty all the hours of operation.—**Sarasota County (FL)**

Montgomery County Memorial Library System does not have contracted security at our Central facility. We do have a number of security cameras throughout the building and in the parking area, which can be monitored from several locations – including the IT tech area, the administration offices as well as at the adult services desk. —**Montgomery County Memorial (TX)**

2.) Do your security guards enforce library policies?

Yes. — **Mobile PL (AL)**

Yes as it relates to code of conduct behavior issues. They are not expected to enforce Internet Acceptable Use Policies but often become involved by assisting library staff who do enforce that policy, as user behavior often transitions into a code of conduct problem when the IAUP violations are brought to their attention. —**Wichita PL (KS)**

Yes, but in most cases the security officer works directly with library staff to determine the response. Naturally as the officer and staff experience the same challenges, the officer may act alone, based on the expectations of library staff. —**Sarasota County (FL)**

N/A—**Montgomery County Memorial (TX)**

3.) What constitutes an officer writing an incident report?

Any incident requiring additional intervention, usually if there is any extended interchange with a patron always if the police are called, or if the patron is asked to leave the building. — **Mobile PL (AL)**

**Greensboro Public Library
Security Guidelines Report— 2010**

Any time an officer engages with a library user to offer a warning on a behavioral issue or any time a commissioned police officer is required to enforce a more serious policy/city ordinance violation. These reports come to Library Management and to the Police Department. —**Wichita PL (KS)**

Staff and security officers document, document, document. Injuries, disturbances, noncompliance with our Code of Conduct. More documentation is a library visitor is accompanied from the building and restricted from returning. Even more documentation if there is a formal "No Trespass" order enacted, which denies access to the library for twelve months. —**Sarasota County (FL)**

N/A—**Montgomery County Memorial (TX)**

**4.) Who is the first point of contact for enforcing library policies security or library staff?
Why?**

Usually the guard is the first point of contact, but depending on the situation and the immediate availability of a guard it may be a staff member. Guards are the first point of contact because this is one of their primary responsibilities, and since they are in uniform it sometimes helps for them to be the authority figure asserting control - staff should be more focused on delivering customer services, and often they are so busy that many minor problems wouldn't be noticed until they become major problems. Beyond their basic deterrent value, one of the other major benefits of the guards are that they should see and intervene with minor behavioral problems before they begin to blossom into a more serious problem. Note: whenever the guard encounters a relatively serious problem, particularly if a customer has numerous questions or is argumentative, the senior librarian on duty should be called (or is often aware of the situation) and should participate in the discussion with the customer - we do not want any major incidents where the staff are not involved in an attempted resolution and can witness the exact nature of the discussion. Often as incidents begin to escalate a bit, we have found that the library staff's intervention can then help de-escalate the situation and play a critical role in keeping it from becoming a major problem. — **Mobile PL (AL)**

It depends on the situation. Often it is the security officer because they identify the situations when making rounds of the library building. When the first observation is by staff and it is determined that the situation requires immediate attention, staff will be the first point of contact. If the situation is deemed potentially threatening, a security officer and the designated librarian-in-charge at that time will be called to the scene to handle. We choose this method because we have found it to be the most efficient method of handling problems in a timely manner. —**Wichita PL (KS)**

Either staff or the security officer may be the first to observe activity that requires attention. Assistance from the other is requested and for serious situations more than one library employee may respond. It is a very large library and the staffing level has decreased significantly. The library is located in a downtown urban area and that brings a variety of challenges. —**Sarasota County (FL)**

**Greensboro Public Library
Security Guidelines Report— 2010**

Library policies for general use, such patron behavior, unattended children, etc., are posted on the information kiosk at the entrance to the Library and in other areas with specific guidelines. Individuals who apply for a borrower's card are provided a brochure outlining Circulation policies, at the time their card is issued. Our Computer Use/Internet Use policy is provided when an individual attempts utilize the Library's network or equipment to access electronic resources and users must accept/agree to the Policy before proceeding. Library staff are charged with overseeing that policies are followed. An individual failing to follow policies may be denied access to equipment and/or to the facility, depending upon the severity of the situation. —**Montgomery County Memorial (TX)**

5.) Does your library staff prepare incident reports on policy issues? What do you define as an incident?

Yes - they prepare incident reports on all major incidents. A major incident will be one where a manager or other staff are called upon to assist the guard in dealing with a major infraction; any incident where the police are called for assistance; any incident which results in asking a patron to leave the library; if there was a threat of violence or excessively loud and disruptive behavior. Also, there are incident reports for injuries/accidents of any type, such a slips and falls. Requests to the library director asking for a customer to be banned from the library require an incident report and copies of any prior reports/documentation. Typically, about 15 to 20 incident reports are filed each year dealing with behavioral problems. We have formally banned two people within the past five years (they may be banned from just a few days up to one year, as defined by city ordinance). —

Mobile PL (AL)

Staff prepare incident reports only when a security officer is not on duty. The designated person in charge will make note on customer accounts of any situations that result in preparation of an incident report. This notation points to the official incident report, provides a convenient way for staff to keep track of warnings and escalation of code of conduct violations. Security officers are not provided access to the ILS databases so this is information for library supervisor's use only. Staffs in branches regularly prepare these reports as we do not have contracted security in those locations. We define an incident as a violation of policy or a situation where a citizen might make a claim against the City (injury on library property, etc.) —**Wichita PL (KS)**

**Greensboro Public Library
Security Guidelines Report— 2010**

Sometimes an incident involves policy interpretation or enforcement. In that situation yes, an incident report would be written. Our attention to documenting is as thorough as possible because what may start as a one-time incident may later be recognized as a trend or pattern and it is helpful to understand the frequency and severity of the problem. An incident is pretty much anything outside the norm of routine library use or operations. A fall on the staircase, a disagreement over computer-use time, someone soliciting money near the library entrance, a call to the police to remove someone who is using threatening language. — **Sarasota County (FL)**

Library staff members do prepare incident reports to document any accident, conflict, or unusual interaction requiring staff intervention. —**Montgomery County Memorial (TX)**